

# RVAMC RELAY

Roseburg VA Medical Center

## QUEST for Excellence

You may have noticed that for over a year the Roseburg VA Medical Center (RVAMC) has been undergoing major changes. The leadership is focused on becoming a high reliability organization in its *QUEST for Excellence*. What does this mean exactly? It means that everyone at RVAMC is on a mission to improve every aspect of Veteran patient care and employee satisfaction.

A high reliability organization is an organization that believes in leadership, safety, and robust process improvement. RVAMC has initiated Just Culture training, which advocates openly identifying and examining weaknesses, bringing up safety concerns, and admitting to errors in order to make improvements. These programs help people establish successful habits and restore and foster trust, a key leadership competency.

It starts at the very top with our engaged leaders who have implemented numerous programs that give Veterans a direct line of communication and develops VA employees that will better serve the Veteran population. Two such Veteran programs are Speak to the Director, his open door policy for Veterans to take their concerns directly to the Medical Center Director and monthly Veteran Town Hall meetings. At Veteran Town Halls, Veterans can come and hear updates directly from executive leadership and have the opportunity to bring up issues they would like to have highlighted. Employee development programs such as CHAMPIONS (Career Help and Advancement Through Mentoring, Personal Improvement and Opportunities to Nurture Success) and LEAD (Leadership, Effectiveness, Accountability and Development), ensure future VA leaders will be high quality professionals dedicated to serving Veterans.

Another aspect of engaged leadership is connecting with the staff. The Quad, our top four executives at RVAMC, make sure they meet regularly with all levels of staff and are there to encourage professional development. They have established staffing goals, implemented streamlined hiring processes, created supervisor and management training, added Union representatives and service chiefs to position management committees, and shaped a new employee orientation program.

More than twenty teams have participated in Lean projects. Lean supports the concept of continuous improvement by using a long-term approach that works systematically to achieve small, incremental changes in processes in order to improve efficiency and quality. Committees have been formed and responsibilities have been delegated to utilize front-line staff, who are encouraged to get involved, so they can be part of the decision making process for changes that will affect them most. Service agreements have also been created between departments (i.e., Primary Care, Pharmacy, Nursing, Mental Health) to ensure they work together seamlessly and in the best interest of the patients.

As RVAMC continues in its QUEST initiatives, we strive to meet our organizational goals to re-energize our community. Change can be difficult and unsettling, but the leadership understands the importance of making these changes and they are dedicated to achieving success. In the end, RVAMC wants to ensure Veterans experience outstanding customer service at every visit, by empowering their employees to resolve problems quickly and create a culture that values the opportunity to be as efficient and effective as possible.

# 2017 Transformation Plan of Care Refresh

“Culture does not change because we desire it to change. Culture changes when the organization is transformed; the change reflects the realities of people working together everyday.”

<div>RVAMC</div> <div>QUEST FOR EXCELLENCE</div> <div>Current State</div>		
Relation to True North	Metric	Baseline
Employee Satisfaction	All services have and utilize Huddle Boards	25.0%
	Increase the number of employees with basic Lean training within 6 months of hire	31.5%
	Increase the number of Supervisors trained in Yellow Belt within 6 months of hire/position	29.9%
	Improve the % of managers/supervisors who spend 1 hr./week average at the GEMBA	75.7%
	Improve AES score for Employee Engagement	34.0%
	Improve employee perception of engagement/Best Place to Work Pulse Survey	TBD
Veteran Satisfaction	Veteran Perception:	
	Primary Care Q6: Urgent Appointment as soon as needed (Aug2016)	25.1%
	Primary Care Q9: Routine Appointment as soon as needed (Aug2016)	48.3%
	Specialty Care Q6: Urgent Appointment as soon as needed (Aug2016)	32.2%
	Specialty Care Q8: Routine Appointment as soon as needed (Aug2016)	42.9%

VETERANS HEALTH ADMINISTRATION  
Report Date: 11/15/2016

Title of Project: TPOC 2017

RVAMC

QUEST FOR EXCELLENCE

Current State

Current State Map

Current State Attribute Picture

VETERANS HEALTH ADMINISTRATION  
Report Date: 11/15/2016

Title of Project: TPOC 2017

**QUEST** FOR EXCELLENCE

### What we do well:

- |   |   |   |   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>▪ Improving access</li> <li>▪ Quality Care</li> <li>▪ Offer Lean Training</li> <li>▪ Daily Bulletin</li> </ul> | <ul style="list-style-type: none"> <li>▪ Meet with the Director</li> <li>▪ NEO Improvements</li> <li>▪ Employee BBQ</li> <li>▪ Holiday party</li> </ul> | <ul style="list-style-type: none"> <li>▪ Adjusted Length of Stay</li> <li>▪ HAS/MH Partnerships</li> <li>▪ Reduced PATS complaints</li> <li>▪ Encourage Service meetings</li> </ul> | <ul style="list-style-type: none"> <li>▪ Quality Care</li> <li>▪ PCMH/ Psychotherapy</li> <li>▪ Offer VA 101</li> </ul> |
|---|---|---|---|

<ul style="list-style-type: none"> <li>▪ Catch a Star</li> <li>▪ Leadership training/time</li> <li>▪ Empowering staff</li> <li>▪ Timely, personal feedback</li> <li>▪ Perception that clinical staff are treated better than admin staff</li> <li>▪ Autonomy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employee training</li> <li>▪ Communication to all sites</li> <li>▪ On-boarding and retention</li> <li>▪ Support bottom-up processes</li> <li>▪ V-Tel not set up well</li> <li>▪ Feedback on resolution of complaints</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community follow-up care</li> <li>▪ Staffing options</li> <li>▪ Encouragement and engagement from senior leadership</li> <li>▪ Increase psychological safety with executive</li> <li>▪ How to give and receive feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainability</li> <li>▪ Program development</li> <li>▪ Celebrating the positives</li> <li>▪ Succession planning</li> <li>▪ Shadowing/mentoring</li> <li>▪ Coaching/training</li> <li>▪ Encouraging risk-taking</li> </ul>
---	--	---	--

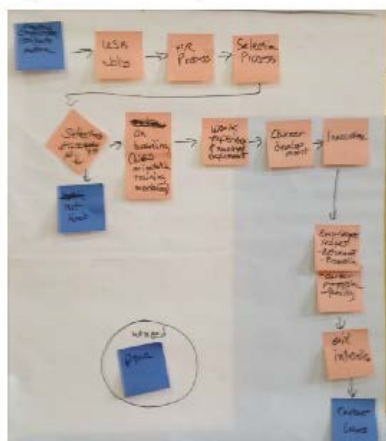
Report Date: 11/15/2016

**Title of Project:** TPOC 2017



**QUEST** FOR EXCELLENCE

### Target State Map



Report Date: 11/15/2016

### Target State Attribute Picture



**Title of Project:** TPOC 2017





RVAMC

QUEST FOR EXCELLENCE

## Target State Metrics

### Aim:

Relation to True North	Metric	Baseline	Target
Employee Satisfaction	All services have and utilize Huddle Boards	25.0%	100%
	Increase the number of employees with basic Lean training within 6 months of hire	31.5%	100%
	Increase the number of Supervisors trained in Yellow Belt within 6 months of hire/position	29.9%	100%
	Improve the % of managers/supervisors who spend 1 hr./week average at the GEMBA	75.7%	90%
	Improve AES score for Employee Engagement	34.0%	
	Improve employee perception of engagement/Best Place to Work Pulse Survey	TBD	
Veteran Satisfaction	Veteran Perception:		
	Primary Care Q6: Urgent Appointment as soon as needed (Aug2016)	25.1%	TBD
	Primary Care Q9: Routine Appointment as soon as needed (Aug2016)	48.3%	TBD
	Specialty Care Q6: Urgent Appointment as soon as needed (Aug2016)	32.2%	TBD
	Specialty Care Q8: Routine Appointment as soon as needed (Aug2016)	42.9%	TBD

VETERANS HEALTH ADMINISTRATION  
Report Date: 11/15/2016

Title of Project: TPOC 2017



RVAMC

QUEST FOR EXCELLENCE

## Target State Attributes

- Staff enjoy coming to work
- Staff love their job
- Staff promote to others as good place to work
- Staff feel they are making a difference
- Sponsor/mentors for all employees
- Gemba really happens
- Interactive staff meetings
- Lower stress
- Improved Veteran experience
- Autonomy
- Collaboration – no silos
- Recognizing what we do is an honor
- Supervisors thanking staff and working with staff
- Robust education/career development programs
- Transparency

VETERANS HEALTH ADMINISTRATION  
Report Date: 11/15/2016

Title of Project: TPOC 2017



## SARRTP Facility

The new SARRTP (Substance Abuse Residential Rehabilitation Treatment Program) building broke ground in March 2015, with anticipated completion in February of 2017. The state of the art building will have capacity,



through single and double occupancy rooms, to house up to 22 Veterans. Male and female Veterans will be housed on separate wings and will experience a homelike environment that promotes healing.

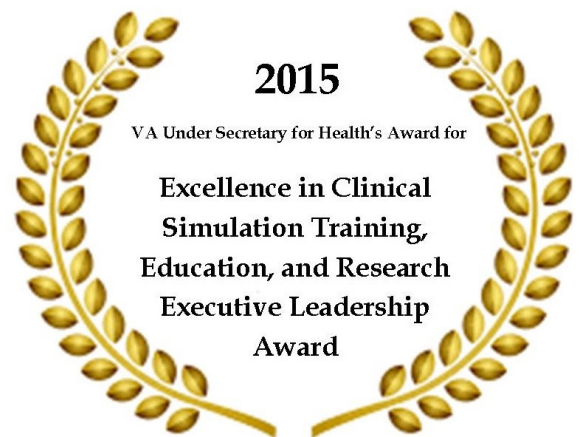
Veterans will experience individualized care through an interdisciplinary team approach. The team consists of the Veteran, peer support staff, vocational rehabilitation, chaplain services, recreation therapy, clinical pharmacy, social work, psychology, nurse practitioners, nursing staff, and psychiatry. The treatments offered will continue to be the evidenced based therapies for PTSD and substance use disorders.

## VHA EXCELLENCE AWARD given to RVAMC Executive Leader

James M. Hay, Ed.D, MSN, RN, CRRN, Associate Chief Nurse Executive at RVAMC, was recently given the 2015 VA Under Secretary for Health's Award for Excellence in Clinical Simulation Training, Education, and Research Executive Leadership Award.

This award recognizes clinical and executive leaders who have supported and advanced VHA's strategic plan for clinical simulation.

Every one at RVAMC would like to congratulate Jim Hay for this prestigious award. We are always happy to recognize excellence at RVAMC.



## Upcoming 2017 Veteran Town Hall Meetings

**JANUARY 5, 2017**

5:00 pm—7:00 pm

Eugene Healthcare Center  
3555 Chad Drive  
Eugene, OR 97408

**FEBRUARY 15, 2017**

5:00 pm—7:00 pm

Best Western Beachfront  
Inn16008 Boat Basin Road  
Brookings, OR 97415

**FEBRUARY 16, 2017**

5:00 pm—7:00 pm

American Legion Post 34  
1421 Airport Way  
North Bend, OR 97459

## MED-ED STUDENTS

RVAMC implemented a new Medical Education Program on June 20<sup>th</sup>, 2016, with the arrival of four medical students from Western University in Lebanon, Oregon. The students are in their third and fourth year of medical school and will complete clinical rotations at RVAMC over a one to three month period.

At any given time during the upcoming school year (June 2016 through June 2017) between four and six students will be on-site. You'll see the students interacting with staff and patients primarily on 5M, in the Emergency Department, in the new Acute Psych Unit, and in Outpatient Mental Health.

Our hope is that by exposing the students and residents to RVAMC and our region, we'll have a better opportunity to recruit them following their residencies, as demonstrated by our recruitment successes with former Pharmacy students and residents.

Although, RVAMC has considered launching this initiative for many years, Dr. Bilal Chaudhry, Chief of Staff, made it happen by laying the groundwork within his first year of arrival at RVAMC. The program will also include medical residents beginning in 2017 with funding from VA. Dr. William Stellar is the Medical Director and Mark Frye is the Program Manager.

## RVAMC Announces Same Day Services for Veterans

RVAMC is on a mission to improve access to care for our nation's Veterans. Central to this vision is the commitment to enhanced access and a consistent set of expectations regarding what a Veteran deserves when they enter our facility. These expectations are summarized in the MyVA Access Declaration and include:

- Timely care, including same day services in Primary Care, as needed, and
- Timely mental health care, including same day services, as needed

Ultimately, when Veterans require primary care assistance right away, during regular

business hours, they are able to get services the same day, or if after hours, by the next day.

Additionally, if a Veteran is in crisis or has another need for care right away in mental health they will receive immediate attention from a health care professional and any Veteran new to mental health with a non-urgent need will receive an initial screening evaluation by the next calendar day

RVAMC is proud to announce that by the end of the year it will be fully committed to this vision and will achieve Same Day Services.

**FOLLOW US** To stay up-to-date on all the latest news....

 [www.facebook.com/VARoseburg](http://www.facebook.com/VARoseburg)
 [www.twitter.com/VARoseburg](http://www.twitter.com/VARoseburg)
 [www.roseburg.va.gov](http://www.roseburg.va.gov)

The RVAMC Relay is a quarterly produced electronic publication of the Roseburg VA Medical Center, Roseburg, OR and is produced by the Public Affairs Office.

**Questions / Comments / Article Submission / Ideas / Etc.**

Please email us at [sandra.kidd2@va.gov](mailto:sandra.kidd2@va.gov) or call us at 541-440-1000 ext. 45363

For RVAMC Events—Please go to the RVAMC webpage calendar at [www.roseburg.va.gov/calendar.asp](http://www.roseburg.va.gov/calendar.asp)

If you would like to be added to the RVAMC Relay email list, please visit [www.roseburg.va.gov](http://www.roseburg.va.gov) and enter your email address on right side under "Connect with Roseburg VA Medical Center".